

**2013 – 2014**  
**Governor’s Workforce Investment Board**  
**Tourism, Gaming, and Entertainment Sector Council**  
**Layered Strategic Plan**

**Tourism, Gaming, and Entertainment Workforce Challenges**

The hospitality industry, encompassing tourism, gaming, and entertainment, is the state’s largest employer. As such, there is a workforce need to develop bench strength at all employee levels.

Preparing individuals for careers in hospitality is a challenge as there is a broad range of career opportunities and varying education and training requirements. Many entry-level positions such as server, housekeeping attendant, and cashier require little formal education or previous training while positions such as cook, dealer, or engineer requires training through a wide variety of sources including independent schools, certification providers, community colleges, and trade and vocational schools. For administrative, supervisor, management, and executive level positions, post-secondary education is increasingly required.

A consistent gap found at all employee levels throughout the sector is the lack of basic workplace competencies, such as math, English, and guest service skills that are vital for success in the service-centric environment of hospitality.

**Mission**

The mission of the Governor’s Workforce Investment Board (GWIB) Sector Council is to bring together decision makers from business, government, education, labor, and industry professional groups, to identify and address the delivery of industry-specific training and workforce development initiatives in support of the economic development goals of the state.

The Tourism, Gaming, and Entertainment Sector Council’s strategy is based on our mission and vision that is outlined in NRS 232.935 – identify job training and educational programs that best meet regional economic development goal in addition to identifying and seeking federal funding to provide grants to fund recommended job training and educational programs.

**Tourism, Gaming, and Entertainment Sector Council Duties**

- Analyze and apply workforce intelligence to develop sector-wide strategies to improve the talent pipeline.
- Maintain communication and collaboration with the Nevada Commission on Economic Development and Governor’s Office of Economic

Development to determine the workforce training needs of companies moving to or expanding in the State of Nevada.

- Support Tourism, Gaming, and Entertainment Sector Council's development of a sector strategic plan to support sector businesses in meeting their human resource needs.

The above will be accomplished through a tiered strategic plan in three segments from October 2013 through December 2014. The following outlines the objectives for each time period.

## **October 2013 – May 2014**

### Objective 1

Maintain communication with the Governor's Office of Economic Development to determine the workforce training needs of existing and prospective Tourism, Gaming, and Entertainment companies in the state.

### Objective 2

Identify the critical jobs, skills and competencies needed by the workforce for the Tourism, Gaming, and Entertainment sector.

### Objective 3

Map the talent pipeline for the sector and identify where the talent needed will come from now, in the near-term and the future.

### Objective 4

Analyze and apply workforce intelligence to recommend sector-wide strategies to improve the talent pipeline.

To fulfill these objectives, a wide variety of data is needed to understand the current status, needs, and future of the sector. The Sector Council believes that hiring a firm to ensure that the proper data is collected from government agencies, industry employers, and training providers is essential. This data includes:

Demand data:

- (a) Undertake statewide analysis of sector vacancy and turnover with industry, the Nevada Restaurant Association, the Hotel and Lodging Association and other interested stakeholders
- (b) Update demand analysis based on information that becomes available during 2013 (e.g., updated/revised DETR employment estimates and projections)
- (c) Survey industry regarding unmet training needs.

Supply data:

- (a) Collect detailed information regarding the output of training providers at all levels: K – 12 programs, post-secondary institutions of all types – public, private, and non-profit - and at all levels - associate, bachelor, and master degree, and other entities such as Nevada partners
- (b) Survey industry regarding their proprietary training processes and programs.
- (c) Identify existing credential and certification programs, such as National Restaurant Association ServSafe and ManageFirst, HM Bookstores, and American Culinary Federation certification

Tourism, Gaming, and Entertainment Workforce requirements:

- (a) Develop a Tourism, Gaming, and Entertainment requirements model.
- (b) Inventory and update data on major workforce supply and demand “inputs”: workforce licensure and employment counts, education pipeline data, salary and benefits data, population data, and facilities data.
- (c) Investigate effect of health care, minimum wage, tip, and other employment laws on supply and demand.
- (d) Complete white paper: “Forces Shaping Tourism, Gaming, and Entertainment Workforce Supply and Demand in Nevada.”

Due to the wide range of industries included in the sector, the amount of data that needs to be collected, the importance of ensuring accurate data, and the difficulty for individual sector council members to be given access to the data, the Sector Council requests funding to hire an analytics company to perform the data collection needed for the above objectives.

### **June 2014 – August 2014**

The data and analysis provided by the above objectives will be disseminated to sector sub-committees. Through the identification of critical focus areas, the Sector Council has designated five sub-committees:

- Downtown
- Gaming
- Hospitality
- Retail
- Tourism and Entertainment

Each subcommittee has developed specific objectives to fulfill the mission of the Tourism, Gaming, and Entertainment Sector Council. At that point, the Sector Council’s strategic plan will consist of the plans of each subcommittee. The subcommittees will document the progress achieved and outcomes met and report back to the full Sector Council.

The objectives during this phase are:

#### Objective 5

Review and recommend workforce development funded training curriculum, activities, and credential certifications for Tourism, Gaming and Entertainment. This should include:

- (a) Collaborate with K-16 in the review of common core education standards and specialized Tourism, Gaming, and Entertainment workforce education standards
- (b) Work with K-12 to identify and promote hospitality readiness, mentoring and programs that nurture students potentially inclined to enter the Tourism, Gaming, and Entertainment workforce.
- (c) Develop orientation to Tourism, Gaming, and Entertainment careers and education materials for elementary middle and high school counselors.
- (d) Work with DETR to support Hospitality, Tourism, and Gaming workforce career training.
- (e) Develop plan to support, promote, and expand existing certification and credentials programs.

### **September 2014 – December 2014**

The final phase of the strategic plan entails identifying and securing sources of funding for programs. These will be accomplished through the following objectives.

#### Objective 6

Identify, recommend, and support applications for federal funding available for job training and education programs

#### Objective 7

Generate public and private resources (including, but not limited to, grants) to support the sector's work and projects.

#### Objective 8

Report to the Governor's Workforce Investment Board the findings of the council and provide guidance for training policy formation and implementation. This should include development of a Tourism, Gaming, and Entertainment workforce development grant identification and review process that serves as a clearinghouse for GWIB and DETR and supports the pursuit of grant funding.